



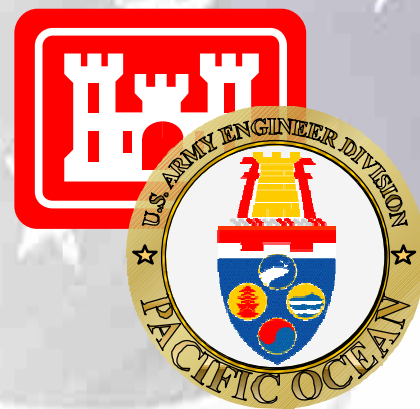
US Army Corps  
Of Engineers



PACIFIC  
OCEAN  
DIVISION

# Regional Leadership Development Program

CY2004



**"Developing Leaders at All Levels"**



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# Introduction

**T**he POD Regional Leadership Development Program (RLDP), develops leaders at all levels of our organization, provides a consistent set of leadership tools throughout the region, and exposes individuals to leadership opportunities. The aim of “leaders at all levels” is to encourage all team members, regardless of their formal position or role in their organization, to develop their leadership potential, knowledge and skills. As public servants, we all need to demonstrate leadership characteristics to create value for our customers. Leaders encourage sharing and learning from mistakes as well as successes in ways that increase team and organizational competence. Leaders are responsible and accountable. These characteristics are also the essence of teamwork and leadership in a learning organization, the USACE working philosophy.

***“Our leaders inspire enthusiasm for our vision, mission and our service ethic. We respect, value and encourage each other. Empowered, we create a better organization that helps us realize our full potential for serving the public good.”***

*~ USACE Campaign Plan*

The Pacific Ocean Division, in implementing our RLDP, is making a long-term investment in developing leaders and fostering continuous learning among our leaders at all levels. The strategic goals of this long-term investment are:

- Develop leaders who will revitalize the POD and USACE strategic direction, while sustaining our relevance to the Army and the Nation.
- Develop leaders for a learning organization who encourage innovation, teamwork and partnerships to insure customer success.
- Move from traditional training and teaching to continuous learning and educating to attain greater organizational competence.

***“This is powerful stuff”***

*LTG Robert Flowers’ comment  
about the POD RLDP*

The POD Regional Leadership Development Program embraces Division and District employees from entry to senior leadership levels. Comprehensive in design, the RLDP offers:

- Six program levels – three with local oversight, and three with regional oversight - varying in duration from 180 days to two years
- Opportunities for employees to participate at various times during the course of their careers
- Strong ties to the BE-KNOW-DO-LEARN Army and USACE doctrine
- Clear expectations, outcomes and assessments for each level, and clear definitions of leadership at each program level
- Assessment and development of leadership potential as well as the more typical knowledge and experience
- Learning and developmental opportunities based upon actual Division leadership challenges
- Coaching and mentoring experiences that enhance learning and increase self-awareness

## Regional and Local Levels

Designed to ensure leadership development of individuals working at all levels of the U.S. Army Corps of Engineers, the POD RLDP includes six different program levels. Each program level specifically addresses particular developmental needs appropriate for the various leadership roles. The minimum content of each program level is determined through the RLDP PDT. Local program levels are implemented at each district as well as Headquarters, POD, while regional program levels are administered with regional oversight.



# Leadership for Learning Model

**T**he Army Leadership Doctrine describes leaders in the context of Be-Know-Do. The U.S. Army Corps of Engineers has expanded the Army Leadership Model to include Learn – representing the need to continuously learn as an organization, and not just as individuals. The following diagram illustrates the **USACE Leadership for Learning** model. The POD Regional Leadership Development Program supports the concepts described in the model below in three ways. First, the six program levels in the RLDP are designed to address the Be-Know-Do-Learn model as it relates to various leadership levels of the Corps. Second, the modules within each program level were developed around the Be-Know-Do-Learn concept. Finally, the overall intent of the RLDP is to apply the individual learning's in various levels of the work environment to influence positive change resulting in greater organizational learning and agility.

According to the Army's FM 22-100, leadership begins with what the leader must be - the values as well as mental, physical, and emotional attributes that shape a leader's character as demonstrated through one's behavior. An effective leader has a certain level of knowledge to be competent. The knowledge is developed in the areas of interpersonal skills, conceptual skills, and technical skills. A leader must do the following actions – influence, operate and improve. Finally, the USACE Learning Organization Doctrine prescribes a learning leader who fosters, cultivates, and sustains individual AND organizational learning.



# Basic Training & Orientation

**A**ll employees of the Pacific Ocean Division will participate in Basic Training and Orientation. This program level familiarizes all POD members with the Corps' culture and values, strategic direction, business processes and principles. In addition, local organizational information is provided. Basic Training and Orientation offers participants the opportunity to meet in small groups to discuss what they have learned in the self-study programs. At the conclusion of their learning, participants will better understand the Corps and how they fit within the broader context of their organization.

## Program Expectations

Involve all employees in an orientation program that helps each individual better understand the Corps' business and to answer the questions - "Do I Want to Be a Corps Employee? Do I fit the Corps' values and culture? Does the Corps fit my values?"

## Key Results

- Understand Corps culture and values, and fundamental business processes and principles

## Curriculum

- CorpsPath
- Learning Organizations Synopsis
- ER 5-1-11
- Environmental Operating Principles Doctrine
- PMBP Curriculum (Courses 1-3, 8)
- Communication Principles
- Ethics in Government
- Local Organization Orientation

## Eligibility

All civilian, military, foreign national, and contract employees with full-time or part-time positions.

## Expectations of Participants

Participants are expected to complete all requirements within 180 days. Those new to the Corps should complete the curriculum with 180 days of their employment start date. Current employees should complete the training within 180 days of the start date of the program.

Completion of Basic Training and Orientation is required before entering any other RLDP level. In conjunction with this level, participants are expected to complete all regular work assignments and to successfully perform their job duties.

## Prerequisites

There are no prerequisites for participation in Basic Training and Orientation.

## How to Apply

No application is required, as all POD employees are automatically enrolled in this program level.

Coordination of curriculum completion should be coordinated through your local Basic Training and Orientation Level Advisor.

<b>Grade Eligibility</b>	All POD employees
<b>Duration</b>	180 days
<b>Typical Number of Participants per Year</b>	All POD employees

# Leadership Assessment

**L**eadership Assessment provides participants with the first in a series of experiences that increase self-awareness and understanding of their individual strengths and potential for leadership. They participate in an interactive workshop to enhance their understanding of basic leadership concepts. They will be coached on their experiences in the program. Other learning experiences include assigned readings, self-study, facilitated discussions, and two reflective essays.

## Program Expectations

Expose participants to sufficient fundamental concepts of leadership and Corps business processes such that at the conclusion of their learning the Participants are able to answer the question: “Do I Want to Develop Myself to Become A USACE Leader?”

## Key Results

- Understand individual strengths, and using individual strengths to build teams/partnerships
- Understand yourself as relates to leadership concepts
- Understand leadership aspects of basic Corps business processes
- Expand leadership acumen
- Gain insights to and familiarization with contemporary leadership concepts, to include: learning organization concepts and doctrine, and dealing with people and change
- Personal reflection on leadership and continuous feedback throughout the program

## Curriculum

- StrengthsFinder leadership strengths assessment. with Consultation
- Leadership Skills for the 21st Century course
- 4 Roles of Leadership course
- Assigned Readings with facilitated discussions:
  - a. *Learning Organization Doctrine*
  - b. *Now, Discover Your Strengths*
  - c. *Who Moved My Cheese*
  - d. *People's Styles at Work*
- *PMBP Curriculum (Courses 4 & 5)*
- Two one page personal reflection essays:
  - “How I Contribute Toward Making the Corps a Learning Organization”
  - “Why I Want to Develop Myself to Become A USACE Leader”

<b>Grade Eligibility</b>	All grades are eligible
<b>Duration</b>	1 Year
<b>Typical Number of Participants per Year</b>	10 - 20 per Location
<b>Nomination Endorsement</b>	Supervisor
<b>Selection Body</b>	Determined by District Commander
<b>Application Due Date</b>	<b>21 November 2003</b>
<b>Est. Work Effort</b>	62 hours/Year
<b>Est. Personal Time</b>	37 hours/ Year

## Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

## Who Should Participate

Leadership Assessment is available for all eligible employees of the Pacific Ocean Division who might be interested in pursuing a leadership role within the Corps, regardless of career program. Those individuals who demonstrate leadership potential are strongly encouraged to apply to this level. This program level would be most beneficial to individuals not currently in a supervisory position.

## Expectations of Participants

Participants are expected to fully engage in all activities of this program level, to include coursework, groups activities and individual assignments. Participants should prepare for all assignments and facilitated group discussions by completing self study and other applicable materials prior to discussion sessions. Participants are expected to complete all requirements within the one year program period. Graduates of this program level are expected to support the Regional Leadership Development Program by encouraging other employees with leadership potential, by guiding new participants, and by facilitating small group discussions for District personnel on various curriculum requirements in the Basic Training and Orientation level. Participants are expected to continue to excel in their work and to successfully perform their job duties.

## Prerequisites

Applicants to the Leadership Assessment level shall have completed Basic Training and Orientation.

## How to Apply

Applicants should submit RLDP Forms 1 thru 4 to their local Leadership Assessment Level Advisor before the deadline date shown on the previous page. An Essay is not required for this application.

*NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page. A list of Program Level Advisors can be found on page 16 of this pamphlet.*

*Completion of Leadership Assessment does not guarantee advancement to a position of increased responsibility*



# Team Leadership

**T**eam Leadership participants develop an understanding of their individual strengths and talents relative to team relationships, how they can best contribute in a team environment, and what we mean by team leadership. They learn basic facilitation techniques for working in meetings, and to value and creatively resolve conflicts in a team environment. Participants also take part in an interactive workshop to develop their team experiences with other district participants that will prepare them to work with their team to complete local projects. They are coached and advised through this activity. Other learning experiences include readings, self-study, and facilitated discussions.

## Program Expectations

Participants will understand their individual strengths and how to apply these strengths to achieve success for the team and the customer. At the conclusion of their learning they will be able to address the statement: "How my leadership strengths will ensure the success of the team and customer."

<b>Grade Eligibility</b>	GS-7 thru GS-12, or equivalent
<b>Duration</b>	1 Year
<b>Typical Number of Participants per Year</b>	5 – 10 per Location
<b>Nomination Endorsement</b>	Supervisor
<b>Selection Body</b>	Determined by District Commander
<b>Application Due Date</b>	<b>21 November 2003</b>
<b>Est. Work Effort</b>	168 hours/Year
<b>Est. Personal Time</b>	142 hours/ Year

## Key Results

- Understand yourself and your relationship to teams and others
- Learn to set clear goals and expectations to assure success of the team and customer
- Understand roles and responsibilities, accountability, group dynamics, and measuring outcomes within a team context
- Understand the human aspects of teams – working through opposing interests or ideas, creative conflict, and the need for facilitation - to continually align a team
- Gain appreciation for leadership issues as presented in USACE and Army doctrine and other readings
- Apply personal strengths while working in teams to successfully address real world issues
- Personal reflection on leadership and continuous feedback throughout the program

## Curriculum

- One week Team Leadership Retreat to gain self-awareness and build relationships
- Basic Facilitation Techniques - Conducting Effective Meetings Workshop
- Transforming Leadership Using PMBP
- Assigned Readings with facilitated discussions:
  - a. *Leadership for Learning Doctrine*
  - b. *FM 22-100 Army Leadership*
  - c. *How To Win Friends and Influence People*
- PMBP Curriculum (Courses 6 & 7)
- District Team Project
- One page personal reflection essay

## Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

## Who Should Participate

Individuals currently responsible for leading teams (to include first line supervisors) or those who demonstrate leadership potential, regardless of career program.

## Expectations of Participants

Participants are expected to complete all requirements within the one year program period, and to fully participate and take advantage of the unique opportunities the program offers. Graduates of the program are expected to support the Team Leadership program and other Regional Leadership Development Program levels by encouraging other employees with leadership potential and by guiding new participants. Participants are expected to continue to excel in their work and to successfully perform their job duties.

## Prerequisites

Applicants to the Team Leadership level shall have graduated from the Leadership Assessment level  
-OR-  
have completed the Basic Training and Orientation level, and demonstrated understanding of key leadership concepts, to include: learning organization culture and continual change.

*NOTE: Applicants who have been accepted into the Team Leadership level must read Now, Discover Your Strengths (chap. 1-3) and complete the on-line StrengthsFinder Assessment during the first month of the program.*

## How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy of their latest performance appraisal to the local Team Leadership Level Advisor before the deadline date shown on the previous page. Be sure to use the RLDP Form 5a Essay.

*NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page. A list of Program Level Advisors can be found on page 16 of this pamphlet.*

*Completion of Team Leadership does not guarantee advancement to a position of increased responsibility*

# Regional Leadership I

**R**egional Leadership I offers participants the opportunity to develop and expand their regional leadership perspectives. It includes attendance at leadership forums such as the POD Senior Leadership Conference, Regional Management Board meetings, and Project Review Board meetings. Participants select and work with a mentor throughout their enrollment at this level. They enhance their self-awareness and team building skills as they relate to regional team members in an initial weeklong retreat and interactive workshop. The workshop prepares the regional team to work collaboratively on regional projects that address current leadership challenges. Additionally, one hundred twenty hours of formal training will increase their knowledge and add to their leadership toolbox. Other learning experiences include self-study, facilitated discussions, reviewing and developing case studies, acting as facilitator for group discussions, and two reflective essays.

## Program Expectations

Participants will develop regional leadership perspectives, understand and apply Corps values, and expand their leadership toolbox in a learning organization culture.

<b>Grade Eligibility</b>	GS-12 thru GS-13, and high performing GS-11, or equivalent
<b>Duration</b>	2 Years
<b>Typical Number of Participants per Year</b>	2-4 / Location; 14 max. / Region
<b>Nomination Endorsement</b>	Supervisor, Division Chief & District Commander
<b>Selection Body</b>	RLDP Steering Committee
<b>Application Due Date</b>	<b>21 November 2003</b>
<b>Est. Work Effort</b>	382 hours/Program
<b>Est. Personal Time</b>	126 hours/Program

## Key Results

- Link strengths to organizational effectiveness
- Understand operational and organizational leadership
- Familiarization with leadership issues thru selected reading materials
- Develop leadership acumen; understand Army sustaining base issues and challenges
- Expand perceptions and insights; import and export best practices
- Evaluation of Participant - should participant be considered for next phase?
- Further develop business acumen (optional)

## Curriculum

- Develop mentoring relationship and shadow senior leadership at various regional forums, including the Senior Leadership Conference
- Two group retreats
- Personnel Management for Executives I
- Seminar for New Managers: Leading People
- Understanding the Regional Business Center concept and the Regional Management Board
- Assigned readings with facilitated discussion:
  - a. *First Break All the Rules*
  - b. *10 Steps to a Learning Organization*
  - c. *Empowerment Takes More Than A Minute*
- Regional Team Projects addressing RMB issues
- Discuss and prepare case studies on relevant POD issues
- Facilitate small group discussion with Leadership Assessment or Team Leadership participants
- Two reflective essays

## Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

## Who Should Participate

This program is intended for current high performing first line supervisors and middle managers, as well as individuals who demonstrate leadership potential at the first line or middle manager levels, regardless of career program.

## Expectations of Participants

Participants are expected to complete all requirements within the two year program period, and to fully participate and take advantage of the unique opportunities the program offers. Graduates of the program are expected to support other Regional Leadership Development Program levels by encouraging employees with leadership potential, guiding new participants, and leading them in small group discussions for one or more of their curriculum requirements. Participants are expected to continue to excel in their work and to successfully perform their job duties.

## Prerequisites

Applicants to the Regional Leadership I level shall have graduated from the Team Leadership level  
-OR-  
have completed the Basic Training and Orientation level, submitted the required reflective essay with their application, and can demonstrate understanding of key leadership concepts, to include: basic facilitation techniques and creative conflict management.

*NOTE: Applicants who have been accepted into the Regional Leadership I level must read Now, Discover Your Strengths (chap. 1-3) and complete the on-line StrengthsFinder Assessment during the first month of the program.*

## How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy each of their two latest performance appraisals to the Regional Leadership I Level Advisor before the deadline date shown on the previous page. Be sure to use the RLDP Form 5b Essay.

*NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page. A list of Program Level Advisors can be found on page 16 of this pamphlet.*

*Completion of Regional Leadership I does not guarantee advancement to a position of increased responsibility*

# Regional Leadership II

**R**egional Leadership II further expands and enhances participants' regional leadership perspectives, their ability to influence organizational effectiveness, to operate at a regional level, and to begin to interact at the national level. They experience intensive evaluations of their leadership strengths through an interactive seminar and a mentoring relationship with a senior leader. They will attend the Sustaining Base Leadership and Management program (SBLM) at Army Management Staff College. Determined by individual needs, participants will take part in a 90 day developmental assignment at a MSC Regional Business Center or HQ USACE Regional Integration Team. Through the developmental assignment, participants expand their perceptions and insights, and import/export ideas regarding best practices. They demonstrate influence on the organization by implementing a best practice that they will further describe in an essay. Other learning experiences include self-study, facilitated discussions, a regional team project, and acting as a facilitator for small group discussions. At the conclusion of their learning, participants will join with their mentor, supervisor and commander in a formal evaluation of their effect on the organization. This discussion will also address their demonstrated willingness and capability to assume a greater leadership role.

<b>Grade Eligibility</b>	GS-13 thru GS-14, and high performing GS-12, or equivalent
<b>Duration</b>	2 Years
<b>Typical Number of Participants per Year</b>	1-2 / Location; 7 max. / Region
<b>Nomination Endorsement</b>	Supervisor, Division Chief & District Commander
<b>Selection Body</b>	RLDP Steering Committee
<b>Application Due Date</b>	<b>21 November 2003</b>
<b>Est. Work Effort</b>	1300 hours/Program
<b>Est. Personal Time</b>	92 hours/Program

## Program Expectations

Participants will expand and enhance their regional leadership perspectives, thereby improving their ability to influence organizational effectiveness to fully operate at a regional level. The program level will also help participants begin to understand national level issues, challenges, and concerns.

## Key Results

- Link strengths to organizational effectiveness
- Understand operational and organizational leadership
- Familiarization with leadership issues through selected reading materials
- Develop leadership acumen; understand Army sustaining base issues and challenges
- Expand perceptions and insights; import and export best practices
- Evaluation of Participant - Should participant be considered for next phase?
- Further develop business acumen (optional)

## Curriculum

- Develop mentoring relationship and shadow senior leadership at various regional forums
- Organizational Leadership for Executives (OLE)
- Sustaining Base Leadership and Management Program (SBLM)
- Program Retreat
- Assigned readings with facilitated discussions:
  - a. *Leadership without Easy Answers*
  - b. *The 21 Irrefutable Laws of Leadership*
  - c. *Good to Great*
  - d. *Winning Through Innovation*



## Curriculum – Cont.

- Management Development Seminar: Leading Organizations
- Hands-on exposure to leadership experiences (Developmental Assignment)
- Regional team project
- Facilitate small group discussions for lower level RLDP groups
- Written essay on strategies addressing regional challenges

## Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

## Who Should Participate

This program is intended for current high performing first line supervisors and middle managers, as well as individuals who demonstrate leadership potential at the first line or middle manager levels, regardless of career program.

## Expectations of Participants

Participants are expected to complete all requirements within the two year program period, and to fully participate and take advantage of the unique opportunities the program offers. Graduates are expected to support other Regional Leadership Development Program levels by encouraging employees with leadership potential, guiding new participants, and by facilitating small group discussions for lower program level participants. Participants are expected to continue to excel in their work and to successfully perform their job duties.

## Prerequisites

Applicants to the Regional Leadership II level shall have graduated from the Regional Leadership I level -OR- have completed the Basic Training and Orientation level, submitted the required reflective essay with their application, and can demonstrate understanding of key leadership concepts, to include: basic facilitation techniques, creative conflict management, adaptive change, the role of the leader, ethical decision making, effective communication, personal leadership styles, empowerment, and diversity. Furthermore, applicants must demonstrate an understanding of the USACE Regional Business Center concept.

*NOTE: Applicants who have been accepted into the Regional Leadership II level must read Now, Discover Your Strengths (chap. 1-3) and complete the on-line StrengthsFinder Assessment during the first month of the program. They must also establish a relationship with a mentor and develop a career development plan.*

## How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy each of their two latest performance appraisals to the Regional Leadership II Level Advisor before the deadline date shown on the previous page. Be sure to use the RLDP Form 5c Essay.

*NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page. A list of Program Level Advisors can be found on page 16 of this pamphlet.*

*Completion of Regional Leadership II does not guarantee advancement to a position of increased responsibility*

# Regional Leadership III

*This Program is still under development – it is presented here to give the reader an idea of how this program might look*

Participants in Regional Leadership III enhance their ability to do the right things today to create our ideal USACE future. They gain strategic perspectives through one or more executive courses as determined by the POD Command Council. Suggested courses include but are not limited to the Stanford Executive Program, Senior Fellows Executive Program (Harvard), Tuck Executive Program (Dartmouth), Federal Executive Institute, or one of several War Colleges. Participants gain strategic perspectives and insight through a Capitol Hill Workshop, which includes visits with USACE leaders and Congressional delegates. Participants also analyze leadership issues through selected readings. They serve as leaders developing leaders by conducting leadership seminars to share their insights and perspectives. Participants demonstrate their leadership effectiveness and influence by developing, marketing and implementing improvement idea(s) and solution(s) to POD leadership issues. They quantify their experience by completing the Executive Core Qualifications with consultation and review by their mentor. At the conclusion of this learning experience, the Command Council evaluates the participants' impact on the organization.

## Program Expectations

Participants will express leadership strengths to do the right things today to create our ideal USACE future.

<b>Grade Eligibility</b>	GS-14 thru GS-15, and high performing GS-13, or equivalent
<b>Duration</b>	1 - 3 Years
<b>Typical Number of Participants per Year</b>	1-3 / Region
<b>Nomination Endorsement</b>	Supervisor, Division Chief & District Commander
<b>Selection Body</b>	Command Council
<b>Application Due Date</b>	<b>LEVEL NOT YET AVAILABLE</b>
<b>Est. Work Effort</b>	Varies by Participant
<b>Est. Personal Time</b>	Varies by Participant

## Key Results

- Identify personal experiences (strengths and weaknesses)
- Gain strategic perspectives and insights through one or more executive courses as determined by the Regional Corporate Board specifically for participant
- Familiarization with leadership issues through selected reading materials
- Leaders developing leaders
- Improve the effectiveness of the Region
- Evaluation of Program - how can program be improved?

## Curriculum

- Develop Executive Core Qualifications
- Washington Week
- Assigned Readings:
  - a. *Get Better or Get Beaten*
  - b. *A Gathering of Eagles*
  - c. *Built to Last*
  - d. *Periodicals on Business, Leadership, or Strategy*
- Share leadership insights through seminars
- Develop, market and implement improvement idea(s) and solution(s)
- Reflection Essay - "What have I gained from the program? How can the Program be improved?"
- Develop specific knowledge and skills through one or more of the following programs:
  - a. Federal Executive Institute
  - b. Harvard Senior Executive Fellows Program
  - c. Stanford Executive Program
  - d. Tuck Executive Program
  - e. Defense Leadership and Management Program
  - f. Army, Navy, Air and National War Colleges
  - g. Army Congressional Fellowship Program

## Eligibility

Civilian and foreign national employees in fulltime permanent positions, with career status.

## Who Should Participate

This program is intended for current high performing middle and senior managers, as well as individuals who demonstrate leadership potential at the middle and senior manager levels, regardless of career program.

## Expectations of Participants

Participants are expected to complete all requirements within the maximum three year program period, and to fully participate and take advantage of the unique opportunities the program offers. Graduates of the program are expected to support other Regional Leadership Development Program levels by taking on facilitator, coach, and/or mentor roles, encouraging other employees with leadership potential, by guiding new participants, and offering other support to ensure continued success of the RLDP.

## Prerequisites

Applicants to the Regional Leadership III level shall have graduated from the Regional Leadership II level -OR- have completed the Basic Training and Orientation level, submitted the required reflective essay with their application, and can demonstrate understanding of key leadership assessment concepts, to include: basic facilitation techniques, creative conflict management, adaptive change, the role of the leader, ethical decision making, effective communication, personal

leadership styles, empowerment, and diversity.

Applicants must have completed the SBLM course and participated in a developmental assignment of at least 90 days. Applicants must demonstrate an understanding of the USACE Regional Business Center concept. Applicants must possess skills and knowledge to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose their own personal effectiveness; and build high-performing teams.

*NOTE: Applicants who have been accepted into the Regional Leadership III level must read Now, Discover Your Strengths (chap. 1-3) and complete the on-line StrengthsFinder Assessment during the first month of the program. They must establish a relationship with a mentor and develop a career development plan.*

## How to Apply

Applicants should submit RLDP Forms 1 thru 5 along with one copy each of their two latest performance appraisals to the Regional Leadership III Level Advisor before the deadline date shown on the previous page. Be sure to use the RLDP Form 5d Essay.

*NOTE: The RLDP forms can be found at the back of this pamphlet or at the web site shown at the bottom of this page. A list of Program Level Advisors can be found on page 16 of this pamphlet.*

*Completion of Regional Leadership III does not guarantee advancement to a position of increased responsibility*

# Applying to the RLDP

To apply to a program level of the RLDP, the applicant must submit the following forms to the appropriate level advisor:

- Form 1 - Applicant Profile
- Form 2 - Statement of Interest
- Form 3 - Supervisory Endorsement
- Form 4 - RLDP Agreement
- Form 5 - Essay (*Form is program level specific. Not required for Leadership Assessment*)
- Latest performance appraisal(s)
- Copy of the applicant's most recent SF50

The completed application package must be received by the appropriate level advisor no later than the application due date referenced in the respective program level section of this document.

## Selection Process

The local organization will determine the selection process for the Leadership Assessment and Team Leadership levels. Contact your local level advisor for specific selection process information.

Applications to the Regional Leadership I and II levels will be provided by the Level Advisors to the POD RLDP Steering Committee. The RLDP Steering Committee shall review all applications and make final selections.

Applications to the Regional Leadership III level will be provided to the POD Command Council by the Level Advisor. The Command Council shall review all applications and make final selections.

## Program Level Advisors

Program Level Advisors are responsible for oversight and administration of one or more levels of the program. They ensure completion of program requirements, conduct quarterly discussions with participants, provide feedback on essays, and share learning, perspectives, and program improvement suggestions with program developers as well as their counterparts at the other Districts (quarterly requirement). Below is a list of program level advisors for both local and regional program levels:

### Basic Training and Orientation

POA: <b>Yvette Davis</b> CEPOA-DE-AO (907) 753-2841	POH: <b>Phillip Mun</b> CEPOH-EO (808) 438-8386
POF: <b>Larry Drape</b> CEPOF-DX (315) 721-7523 (DSN)	POJ: TBD

### Leadership Assessment

POA: <b>James Hannon</b> CEPOA-CO (907) 753-2768	POH: <b>Phillip Mun</b> CEPOH-EO (808) 438-8386
POF: <b>Gloria Stanley</b> CEPOF-PA (315) 721-7501 (DSN)	POJ: <b>LTC Tyrone Allen</b> CEPOJ-DD (315) 263-3026 (DSN)

### Team Leadership

POA: <b>Phillip Santerre</b> CEPOA-OC (907) 753-2532	POH: <b>Gary Nip</b> CEPOH-EC-D (808) 438-8872
POF: <b>Richard Schiavoni</b> CEPOF-ED (315) 721-7437 (DSN)	POJ: <b>Catheren Gill</b> CEPOJ-EC (315) 263-7053 (DSN)

### Regional Leadership I

**Suzanne McCrary**  
CEPOD-HR  
(808) 438-0574

# Applying to the RLDP

## Program Level Advisors (cont.)

### *Regional Leadership II and III - TBD*

## Regional Level Liaisons

Regional Level Liaisons serve as District POCs responsible for ensuring the involvement of Regional Level I, II, and III participants in local corporate forums, such as the Regional Management Board (RMB), the PRB, senior staff meetings, strategic planning sessions, District Management Reviews, etc.

They monitor their District's participants' progress, including completion of curriculum requirements, provide feedback on essays, and share learning perspectives and program improvement suggestions with program developers as well as each other.

POA: **Michael Gilbert**  
CEPOA-OC  
(907) 753-2534

POF: **Larry Drape**  
CEPOF-DX  
(315) 721-7523 (DSN)

POH: **Phillip Mun**  
CEPOH-EO  
(808) 438-8386

POJ: **Catheren Gill**  
CEPOJ-EC  
(315) 263-7053 (DSN)



# Applicant Profile

## RLDP Form 1

NOTE: The Applicant Profile must be no more than **two (2)** pages in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.

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Check the Program Level for which you are applying (*only one program level per application*):

☐ Leadership Assessment    ☐ Team Leadership    ☐ Regional Leadership I  
☐ Regional Leadership II    ☐ Regional Leadership III (not available)

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Work Address: \_\_\_\_\_  
\_\_\_\_\_

Pay Plan/Series/Grade: \_\_\_\_\_

Office Symbol: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

Email: \_\_\_\_\_

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Short and Long-Range Career Goals:

Work Experience:

Significant Accomplishments:

# Applicant Profile

RLDP Form 1 – Page 2

Name \_\_\_\_\_

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**Education:**

**Special Training/ Coursework or other activities that demonstrate readiness  
for the program for which you are applying:**

**Awards/Special Recognition:**

# Statement of Interest

## RLDP Form 2

*NOTE: The Statement of Interest must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Name: \_\_\_\_\_

***Explain why you want to participate in the RLDP level for which you are applying, as well as what you hope to get out of this program level, and how your participation will benefit you, your local organization, the Division, and USACE.***



# Nomination Endorsement

## RLDP Form 3

NOTE: The Nomination Endorsement must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.

Name: \_\_\_\_\_

*Describe the applicant's readiness to participate in the RLDP level indicated below.  
Include examples of applicant's potential and/or accomplishments.*

- |  |   |
|--|---|
| <input type="checkbox"/> <b>Leadership Assessment</b> (Immediate Supervisor) | <input type="checkbox"/> <b>Regional Leadership I</b> (Division Chief / Senior Functional Supervisor) |
| <input type="checkbox"/> <b>Team Leadership</b> (Immediate Supervisor)       | <input type="checkbox"/> <b>Regional Leadership II</b> (District Commander / HQ POD Chief of Staff)   |
|  | <input type="checkbox"/> <b>Regional Leadership III</b> (District Commander / HQ POD Chief of Staff)  |





# RLDP Agreement

## RLDP Form 4

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I understand and agree to the following if I am selected for the Regional Leadership Development Program:

- I will actively participate in the Regional Leadership Development Program as outlined in the RLDP pamphlet and program guidance.
- I understand that this program makes no inherent guarantees, but only enhances my opportunities for self-development and growth.

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RLDP Applicant's Signature

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We understand that there is a significant time commitment on behalf of the participant to actively participate in the Regional Leadership Development Program. We will support the applicant, if selected, in fully taking part in the selected program level.

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Immediate Supervisor's Signature

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Division Chief / Senior Functional Supervisor

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Subject to availability of funds, the District (or Division for HQ POD applicants) agrees to provide the resources/funding to allow the applicant to fully participate in the RLDP if selected.

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District Commander / Chief of Staff (for HQ POD Applicants)



# Essay

## RLDP Form 5a – for Team Leadership Application

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Name \_\_\_\_\_

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*Respond to the following statement:*

***Why I Want to Develop Myself to Become a USACE Leader***

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# Essay

## RLDP Form 5b – for Regional Leadership I Application

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Name \_\_\_\_\_

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*Respond to the following statement:*

*How My Leadership Strengths Will Ensure the Success of the Team and Customer*

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# Essay

## RLDP Form 5c – for Regional Leadership II Application

*NOTE: The Essay must be no more than **one** (1) page in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.*

Name \_\_\_\_\_

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*Respond to the following statement:*

***How Regionalization Will Improve Effectiveness and Efficiency in Our Learning Organization***

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# Essay

## RLDP Form 5d – for Regional Leadership III Application

NOTE: The Essay must be no more than **five (5)** pages in length (letter size), single-spaced, with characters no smaller than 12 point font, and submitted on plain white bond paper.

Name \_\_\_\_\_

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*Respond to the following:*

*Demonstrate Your Ability to Influence the District/Division Through Your Implementation of a Best Practice*

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